



Charleston County
Criminal Justice Coordinating Council
Phase One Final Report

February 18, 2016

Executive Summary

The members of the CJCC share responsibility, ownership and commitment to this mission. This report provides a summary of phase one efforts completed over the last several months and planned efforts for moving forward over the next three years to transform the local criminal justice system. This report serves as the baseline upon which future progress will be measured. Highlights include:

- Completion of an extensive analysis of jail use and racial and ethnic disproportionality and/or disparity across criminal justice decision points.
- Prioritization of arrest, bond, time to disposition, and repeat offenders as significant opportunities to improve Charleston’s criminal justice system.
- Installation of collaborative efforts between local agencies and community representatives.
- Achievement of a distinguished John D. and Catherine T. MacArthur Foundation Safety and Justice Challenge award, making Charleston County one of twenty vanguard sites in a national movement to change how America thinks about and uses jails.
- Planned implementation of six core strategies to safely and responsibly reduce the jail population and lower disproportionality over the next three years with deliberate focus on improving:
 - Community relationships,
 - Consistency in decisions across similarly situated individuals,
 - Efforts to reduce repeat offending,
 - Data-driven decision making at all levels, and
 - Effectiveness and efficiency.
- Completed a competitive application for a second Safety and Justice Challenge award to support implementation efforts.
- The CJCC committed to proceed with implementation whether or not the second award is granted in full. The pace and scale will be determined within existing resources and subsequent funding requests.

The mission of the Charleston County Criminal Justice Coordinating Council (CJCC) is to assist in making sustainable, data-driven improvements to the local criminal justice system and thereby improve public safety and community well-being.

Membership includes:

- County Council
- Sheriff’s Office
- Charleston Police Department
- North Charleston Police Department
- Mt. Pleasant Police Department
- Circuit Defender
- Circuit Solicitor
- Clerk of Court
- Judiciary, including Circuit, Magistrate and Municipal Court Leadership
- Charleston Center
- Charleston Dorchester Mental Health Center
- Probation, Parole and Pardon Services
- Victim Advocacy, and
- Community Representatives

The CJCC is staffed by a Project Director.

cjcc.charlestoncounty.org

Phase One Process

Phase one efforts were grounded in data and focused on the individuals and families that come into contact with the criminal justice system. During the phase one journey (May 2015 to January 2016), leaders from across the criminal justice system increased support and further strengthened the Charleston County Criminal Justice Coordinating Council's (CJCC) resolve to achieve its mission and fulfill the objectives of its initial charter. The milestones achieved throughout phase one provided structure and guidance to focus these efforts and amplified motivations for meaningful change. As a result of phase one progress, expert technical assistance provided by the Justice Management Institute (JMI), and dedicated commitment at all levels, the CJCC fully expects to achieve the goals of its transformation plan.

Examining system data in new and thought provoking ways allowed the CJCC to hone in on priorities for intervention. This examination was a critical step in the transformational process. Leadership committed time, energy, and efforts of themselves and their designees to develop reform response strategies that would work best for the Charleston community. A diverse group of community representatives and workgroups with various perspectives and expertise collaborated throughout the planning process. Critical decisions were made along the way to collectively shape the development of the transformation plan. For example, through the development of the system map, critical decision points were identified and the collective appreciation for the impact each decision (and decision maker) has on the functioning of Charleston County's justice system grew.

Workgroups met weekly, completed work in-between meetings, reviewed relevant research, conducted focus groups, processed through concerns, and paid close attention to the details. Logic models and implementation plans were developed for each strategy to refine the details, anticipate challenges, proactively mitigate risks, and capitalize on opportunities to amplify the efforts. In addition, the "Costs of Jails" survey helped the CJCC look beyond any one agency or budget and reinforced commitment to reallocate existing resources when possible to continuously improve the system. The work products also served as communication tools along the way for review and feedback from a variety of sources. Ultimately, the CJCC drew on existing infrastructure (e.g., resources, laws, policies and practices, technology, and community resources), examples from across the country, and the expansive bodies of knowledge around risk reduction and effective implementation to ensure the transformation plan was bold, credible and feasible.

Phase One Milestones

March 2015: The Charleston County Criminal Justice Coordinating Council (CJCC) applied for a highly competitive Safety and Justice Challenge award. The competition included 191 applicants vying for one of 20 awards.

May 2015: Charleston County was granted the distinguished honor of the Safety and Justice Challenge award.

June 2015: The CJCC hired a Project Director with relevant experience to manage its efforts.

July 2014: The CJCC formalized its charter, expanded membership, and developed a core group of community representatives. The CJCC also completed a decision point map of the local criminal justice system.

Summer/Fall 2015: The CJCC completed an exhaustive effort to gather and analyze decision point data sets from over a dozen agencies in the local criminal justice system. The analyses focused on the drivers of jail use and racial and ethnic disproportionality and disparity. In small and large groups settings (e.g., CJCC meetings, subject matter expert meetings, and community representatives) priority areas for intervention were identified.

November 2015: Transitioned from small-focused groups, to full CJCC meetings with the addition of community representatives to strengthen mutual education efforts and increase transparency.

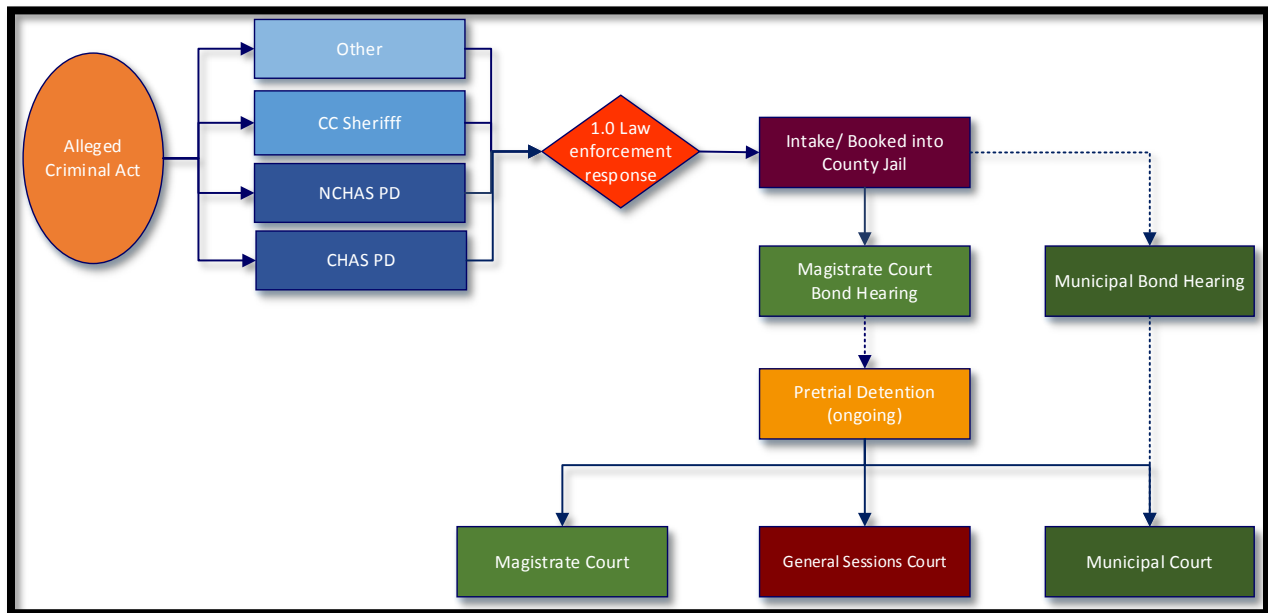
Fall/Winter 2015-2016: Developed six bold, credible and feasible strategies to transform the local criminal justice system over the next three years.

January 2016: The CJCC completed a detailed, three-year jail transformation plan with six core strategies for improving Charleston's criminal justice system. The CJCC also applied for a second award from the John D. and Catherine T. MacArthur Foundation to support implementation efforts.

System Analysis Findings

There are more than 3,000 jails in the United States which hold an estimated 744,600 inmates on any given day.¹ In the twelve-month period ending June 30, 2013 there were 11.7 million jail admissions,² nearly 19 times the number of prison admissions.³ The majority of detainees are not convicted (60%), a rate that has not changed since 2005.⁴ In Charleston County, the rate of detainees not convicted is 70%.⁵ Research confirms pretrial detention increases likelihood to a sentence of incarceration and the harshness of that sentence, reduces income, breaks personal and social bonds, promotes future criminal behavior, disproportionately impacts minority communities, and often makes a difficult situation worse (e.g., mental illness, addiction, and homelessness).⁶

The CJCC gathered and analyzed a dozen data sets to examine jail use and racial and ethnic disproportionality and/or disparity (RED) across key decision points to the extent data was available from system entry through case disposition. The figure below provides an overall view of the key decision points in the local criminal justice system.



¹ *Jail Inmates at Midyear 2014* (NCJ 248629), BJS statisticians Minton and Zeng

² *Jail Inmates at Midyear 2013 - Statistical Tables* (NCJ 245350), BJS statisticians Minton and Golinelli.

³ Subramanian, R. et al (2015)

⁴ *Jail Inmates at Midyear 2014* (NCJ 248629), BJS statisticians Todd D. Minton and Zhen Zeng

⁵ See page for more information.

⁶ Subramanian, R. et al (2015)

The period of analysis was the most recent calendar year, 2014. The analyses were completed by the Justice Management Institute (JMI) with the assistance of data providers from one dozen local agencies and the Project Director. A critical challenge during this process was the lack of internal data sharing capacity to track individual defendants and offenders through the criminal justice system, nor provide system-wide metrics to inform decision-making.⁷ For example, JMI spent over 500 manpower hours working with data sets to compile, scrub, and conduct the analyses. Despite these challenges, the CJCC pressed forward to identify drivers of jail use, examine racial and ethnic disproportionality and/or disparity (RED) in 2014, and initiated efforts to make subsequent system analyses more efficient. The following provides the key findings which guided the development of the three year transformation plan.

During calendar year 2014 there were approximately 73 bookings per day into the county jail. In total, there were a total of 26,660 bookings on 20,402 people. Many of the most frequently charged crimes in our community were low level offenses. For example, 22% of jail bookings on single or double charge arrests in 2014 consisted of only low-level charges. The top ten most frequently occurring charges resulting in jail use included:

- Simple possession of marijuana,
- Loitering,
- Driving under suspension,
- Failure to pay child support⁸,
- Public intoxication,
- Misdemeanor shoplifting,
- Open container,
- Possession of cocaine,
- No driver's license, and
- Driving under the influence.

⁷ Cases are defined by warrant or ticket numbers, which makes data analysis extremely challenging. Individual "cases" may have up to two charges associated with them. A single incident or arrest may involve multiple cases; however, there is no way to identify incidents or arrests in court data. A single individual may have multiple incidents and cases associated concurrently or over the course of a defined time period. There are no consistent unique identifiers for people that follow throughout the system. Case numbers are more easily followed through parts of the system (although called different things), but the grouping of these into a single incident or booking is not carried through beyond the jail information management system. As a result, the CJCC has initiated a centralized data warehouse effort to improve upon these challenges moving forward.

⁸ Failure to pay child support is a civil matter.

Arrest rates were also examined with a focus on the relative rates of Black and White individuals as compared to the general population of the County. Unfortunately, analysis did not include Latinos due to inconsistent availability of ethnicity data; this inconsistency is something to be corrected moving forward. Overall, the relative rates of Black to White upon system entry revealed a trend consistent with national figures.⁹ In 2014, Black individuals were incarcerated in American jails 4.37 times as often as White individuals.¹⁰ In Charleston County during 2014, Black individuals were incarcerated in the detention center slightly above the national average at 4.84 times as often as White individuals.¹¹ Another recent national study using FBI arrest records found Black individuals are more likely to be arrested in almost every city for almost every type of crime. And, at least 70 police departments arrested Black individuals at a rate ten times higher than Non-Black individuals.¹²

In 2014, Black individuals in Charleston County were arrested at a rate of 2.83 times as often as White individuals. The analysis also found:

- Black individuals were arrested for violent crimes 6.00 times as often as White individuals.
- Black individuals were arrested for non-violent crimes 2.71 times as often as White individuals.
- Black individuals were arrested on criminal bench warrants 5.00 times as often as White individuals.¹³

Of all decision points, disproportionality was the highest upon system entry. Specifically, Black individuals were booked into jail for simple possession of marijuana 6.89 times as often as White individuals, loitering/trespassing (6.88), misdemeanor shoplifting (2.20), open container (2.86), and public intoxication (1.86).

⁹ The growth of correctional populations and rising correctional expenditures in the United States have been the result of policy changes emphasizing retributive justice and incapacitation as a means to promote public safety (Auerhahn, 2003 and Simon, 2010). Since the recession the cost-benefits thereof have drawn the attention of scholars and political scientists finding modest declines in serious crime achieved by billions of dollars in public spending and significant increases in the size of correctional populations (Weisburg and Petersilia, 2010 and Wester, 2008). These policies have also been found to disproportionately impact minority populations in distressed communities (Clear, Waring, and Scully, 2005; Lynch and Sabol, 2001).

¹⁰ Derived from the 2014 jail midyear series, Bureau of Justice Statistics, in conjunction with the US Census estimates for 2014.

¹¹ Derived from Charleston County Detention Center, 2014 Average Daily Population, in conjunction with US Census data, Charleston County, SC.

¹² *Brennan Center Report 2015 on Racial Disparities in Jail Populations*

¹³ Family court bench warrants for failure to pay child support are not included in this figure, only criminal bench warrants are included. In General Sessions, bench warrants are generally a result of failure to appear (FTA); in the lower level courts are generally for FTA and/or failure to make standard time payments.

The amount of bed days consumed by frequent and chronic offenders is also a key driver of jail use. In 2013 and 2014, there were 631 individuals (70% Black and 30% White) booked into the jail five or more times. These individuals consumed 78,345 bed days associated with 4,718 arrests for predominately low-level charges; an average 62 bed days per person per year. For example, their most frequently occurring charges included:

- Loitering,
- Trespassing,
- Simple possession marijuana,
- Trespassing after notice, and
- Open Container.

Many of these individuals suffer from mental illness, substance use, homelessness and/or criminogenic factors that if not properly treated are likely to result in repeated jail use. For example, 37% of the 631 individuals were assessed by a mental health professional while incarcerated. Of those assessed, nearly three-fourths (73%) were referred for services.

In a recent snapshot on November 4, 2015, 16% of detainees were booked at least five times since Nov 1, 2013. Approximately 30% of the jail population was also estimated to be at-risk of meeting the frequent and chronic offender criteria (i.e., five or more bookings in the last two years). Unfortunately, the ability to identify the risk, needs and responsivity factors of the jail population was not feasible in data available.¹⁴ This ability is something to be improved upon moving forward.

On average, the jail population is 70% pretrial. Once someone is arrested, s/he must have a bond hearing within 24 hours to determine detention or release pending trial. Defendants charged with certain misdemeanor offenses are also eligible to post a standardized fine amount and be released prior to bond hearing. Charges booked into the jail during calendar year 2014 resulted in the use of multiple courts, including:

- General Sessions (28%),
- Magistrate (12%),
- North Charleston Municipal (31%),
- Charleston Municipal (17%), and
- Other (12%).

¹⁴ The well-established principles of risk, need, and responsivity (RNR) are considered a best practice for recidivism reduction and have been shown to effectively reduce recidivism by as much as 35% (Bonta & Andrews, 2007). Research has shown that non-adherence to the RNR principles in service delivery is not only ineffective, but can also be detrimental to treatment outcomes (Lowenkamp & Latessa, 2005).

The result of bond hearings held in 2014 by court, included:

- General Sessions bonds were 80% Financial and 20% Personal Recognizance,
- Magistrate bonds were 41% Financial and 59% Personal Recognizance,
- Charleston Municipal bonds were 40% Financial and 60% Personal Recognizance, and
- North Charleston Municipal bonds were 51% Financial and 49% Personal Recognizance.

Median bond amounts varied by court,

- \$10,000 in General Sessions,
- \$1,092 in Magistrate, and
- \$500 in Municipal.

Judges are often required to make bond decisions on limited information and with limited options available. Therefore, those who pose substantial risk to the community and can afford a financial bond may be released pending trial while those who pose little risk to the community, but cannot afford a financial bond may be detained.

In terms of relative rates of Black individuals to White individuals in comparison to the population of individuals arrested in 2014:

- Black defendants that were booked and appeared in magistrate bond¹⁵ court received a financial bond 1.27 times as often as White defendants.
- Black defendants received financial bond 1.09 times as often as White defendants in municipal court.
- Of those that received financial bonds, there was little difference in the amount of financial bond set for Black and White defendants.
- While Black and White defendants receive financial bond at similar rates, Black individuals are arrested for criminal bench warrants five times as often.

Similarly, length of stay pending trial is a significant driver of jail use.¹⁶ In Summary Courts (Municipal and Magistrate), defendants were incarcerated pending trial an averages of 3.5 days. Nearly one fourth (23%) spent at least three days in custody pretrial. In General Sessions, the median time to disposition is substantially longer. Overall, the median time to disposition for General Sessions was 325 days.

¹⁵ Magistrate court sets bonds on General Sessions and Magistrate level offenses.

¹⁶ Research indicates detention pending trial impacts the ability to prepare for trial, stability in the community (e.g., jobs, families, homes), consumes jail bed days, and has a disparate impact on the poor (Lowenkamp, VanNorstrand, & Holsinger, 2013 and VanNorstand & Keebler, 2009). Detained defendants are also more likely to be convicted and receive longer sentences than those not detained (Goldkamp, 1979, Freed & Wald, 1964, Schlesinger, 2005 & 2007).

- General Sessions' cases for defendants' in-custody at the time of disposition took a median of 191 days from arrest to disposition.
- General Sessions' cases with defendants' out-of-custody took a median of 350 days from arrest to disposition.

Key drivers of time to disposition include assignment of counsel and scheduling practices. For instance, 56% of defendants were screened for indigence in jail. The median time to assignment for those screened in jail was 11 days. Of the 44% not screened in jail, the median time to assignment of counsel was 103 days. The time to assignment of counsel for out-of-custody defendants was on par with the date of first appearance in General Sessions. By second appearance, cases pended a median of 173 days from the date of arrest. Another challenge identified during the analyses was the time it takes to complete discovery. However, data tracking timeliness of discovery was not in the data available.¹⁷ The availability of this data set is something to be improved moving forward. Time to disposition in General Sessions was generally the same for black and white individuals.

¹⁷ The Solicitor's office transitioned to an improved case management system on March 9, 2015. As such, this data was not available in the 2014 analyses.

Three Year Transformation Plan

The main drivers of the jail population in Charleston County are bookings and lengths of stay. Disproportionately was the highest at system entry and became less pronounced at subsequent decision points. Therefore, the key findings from the 2014 analyses resulted in the CJCC's prioritization of the following recommendations to improve Charleston's criminal justice system:

- Improve data systems for more efficient and effective sharing and analysis of data across decision points, tracking of race and ethnicity, linking individuals, incidents and cases across decision points, and overall research capacity.
- Institute mechanisms to ensure jail is used for the right reasons (e.g., high risk individuals that need to be in jail, not low risk individuals that can safely remain in the community).
- Ensure similarly situated individuals are consistently treated similarly.
- Enhance capacity to address root causes of behaviors that bring someone into contact with the criminal justice system and reduce the likelihood of repeat offending.
- Expand options for law enforcement to inform discretionary decision-making on low-level charges and improve police and community relationships.
- Enhance the knowledge of availability of effective treatment options in the community
- Reform the management of pretrial populations to mitigate risk, including risk-based bond setting and pretrial risk mitigation efforts.
- Improve the timeliness of case processing in General Sessions, including assignment of counsel, timeliness of discovery, and scheduling practices.

As a result, six core strategies were developed which will responsibly lower bookings, reduce length of stay pending trial, and support efforts to address racial and ethnic disproportionality and/or disparity (RED). The three year transformation plan (December 31, 2015 to December 31, 2018) includes six goals. Five of which, will reduce the jail population from 1,118 to 835 and lower disproportionality at booking from 2.83 to 2.52. The net result will significantly increase the capacity of the local criminal justice system to make sure justice is served and jail is used for the right reasons. In turn, the criminal justice system will continually use its resources in increasingly effective and efficient ways in support of the CJCC's mission to its service to the community.

Goal #1: Reduce bookings for simple possession marijuana, open container, trespassing/loitering, public intoxication and misdemeanor shoplifting by at least 30% (927) from the 2014 baseline of 3,809.

This goal will be accomplished through the implementation of a risk-based decision tool to guide officer discretion (strategy #1). The tool use will lower bookings on target offenses; aid efforts to ensure jail use decisions are based on standardized, validated assessments of risk; and provide critical evidence to further address RED while strengthening police and community relationships. Unique features of this strategy include the innovative use of mapping technology to engage communities most affected in problem-solving, tool validation, and cost-benefit analysis. For example, factors such as race, ethnicity, gender, geography, offense, and risk (REGGOR) and other contextual factors (e.g., calls for service) will be analyzed and mapped to ensure consistent treatment among similarly situated individuals, and aid in community problem-solving efforts. The maps will also be reproduced over time to track performance and report results.

Goal #2: Reduce jail bed days consumed by chronic offenders by 10% (7,835) and those at-risk thereof by 15% (2,010) from the baseline of 78,345 and 13,400 bed days, respectively.

This goal will be accomplished through the installation of an innovative triage center (strategy #2) which dovetails with strategy #1. The triage center will provide officers with alternatives to jail through a real-time triage of individuals presenting behavioral health, medical and/or social issues (e.g., homelessness and/or undiagnosed/untreated mental illness). When possible, these individuals will be diverted from the jail and into appropriate services pre- and post- booking, 24 hours a day, seven days a week. The triage center will also provide targeted transitional case management services among chronic offenders and those at-risk thereof, and monitor bond condition compliance if ordered. Unique features of this strategy include efforts to improve interactions with this population; study its risks, needs and responsivity factors; analyze the available continuum of services; and gradually narrow quantity and quality gaps between risk, need, and responsivity factors and available services.

Goal #3: Reduce bookings for criminal bench warrants by 30% (870) from the baseline of 2,900.

This goal will be accomplished through the use of an automated court reminder system in Charleston Municipal Court and General Sessions. The reminder system will lower failures to appear by sending phone reminders of court appearances a week prior, the day before, and the morning of court. Some unique features of this system include alternate contacts and a voluntary enrollment option for those cited and released. This strategy will also improve tracking of reasons for criminal bench warrants (i.e., failure to

appear or failure to make standard time payments). It also includes cost-benefit analysis and a public awareness campaign.

Goal #4: Increase non-financial bonds in General Sessions from 20% to 30%, and increase in non-financial bonds in summary courts, from 51% to 66%.

This goal will be achieved through transformation to risk-based bond setting. This will include a process to ensure pretrial release or detention decisions are based on standardized, validated assessments of risk as opposed to one's financial status. The process also includes systematic screening for indigence of defendants booked into the jail to assist in expedited assignment of counsel. This strategy will improve management of risk pending trial, minimize inappropriate use of financial bonds, and improve access to counsel. As part of this strategy, the CJCC will study its impact, gradually add appropriate risk mitigation options (e.g., reporting, electronic monitoring, etc.), and complete cost-benefit analysis.

Goal #5: Reduce median days to disposition in General Sessions by 37%, in-custody reduction from 191 days to 120 days, and out-of-custody from 350 days to 220 days.

This goal will be achieved by reengineering case processing in General Sessions. This strategy includes significantly expediting assignment of counsel whereas all defendants booked will be screened for indigence prior to release as part of strategy #4. Attorneys will then be available to significantly expedite the negotiation process. Another unique feature of this strategy includes installation of technology to improve connectivity between the four largest arresting agencies and the Solicitor's office to improve tracking and timeliness of discovery. Further, scheduling of first and second appearances will be significantly accelerated to reduce the time to disposition. In recognition of the need for strict judicial oversight to make this possible, the Honorable Chief Justice Pleicones has committed to authorize and install a Chief Administrative Judge with long-term tenure and expanded authority to do so. In addition, Chief Justice Pleicones plans to serve as an ex-officio member of the CJCC. In making these commitments, the Honorable Chief Justice Costa Pleicones received the full support of the Associate Justices. Ultimately, this strategy will reduce the length of detention pending trial, limit the window of risk for those pending trial in the community, and serve as a model for the rest of the state.

Goal #6: The centralized data warehouse will meet specifications set forth in three annual enhancement plans.

During phase one, the CJCC initiated a pilot effort to create a centralized data warehouse to improve system level analyses, including data integrity, consistency, and capacity for data collection, analysis, and research. Therefore, strategy six will transition from the pilot into a permanent, centralized data warehouse in a cost-effective, compatible, and methodical approach. The annual enhancement plans for the centralized data warehouse will streamline workflows, limit duplicate entry, scaffold existing databases, regularly link key data elements, gradually add additional elements, improve data sharing, and measure and track system performance indicators. In turn, the CJCC will be able to comprehensively assess system-performance in near-real time.

Resources Requested

The budget for successfully implementing these strategies includes a combination of personnel, infrastructure and technical assistance expenses. Over two years, a total of \$3,370,362 was requested (\$1,589,649 in year one and \$1,780,713 in year two).

Infrastructure and technical assistance expenses include:

- Pretrial Risk Management training and technical assistance
- Risk-Based Decision Making Guide for Law Enforcement training and technical assistance
- Automated Court Reminder System
- Discovery interfacing
- Pretrial risk management software
- Triage center software
- Centralized data warehouse
- Specialized training and professional conferences (e.g., cost-benefit analysis)
- Mandatory Safety and Justice Challenge meetings
- Client support funds to assist with short-term needs
- Supplies, equipment, and furniture

Personnel expenses include:

(4) CJCC Support Staff

The CJCC staff team will provide critical support for all CJCC initiatives and serve as the CJCC's technical assistance provider and evaluator. One existing director is responsible for supporting the CJCC and managing efforts to assist in improving the effectiveness and efficiency of the county's criminal justice system. This position will also supervise other CJCC staff, including:

- One statistical analyst who will be responsible for conducting research and ongoing analysis of CJCC initiatives and communicating the results in easy to understand formats.
- One database administrator who will be responsible for managing the development and ongoing maintenance of the centralized data warehouse, and support technology needs of the CJCC's data infrastructure. And,
- One communications and outreach coordinator who will be responsible for managing internal and external messaging and feedback processes of CJCC initiatives, manage the logistics of the training and implementation process, and provide general support for the director.

Overall duties of the CJCC staff team include, but are not limited to, systems planning, technical assistance and implementation guidance, process and meeting facilitation, data collection, policy and research analysis, initiative management, cost-benefit analyses, collection and distribution of information, and general support for CJCC members and stakeholders.

(1) Director of System Utilization

This position is responsible for the oversight of CJCC jail use strategies, including the staff to be hired for the triage center and pretrial services. This position serves a critical function in efforts to target frequent and chronic offenders and those at-risk thereof, and sustain risk-based decision-making at bond setting and wherever else appropriate in the adjudication process. This position will also identify and pursue, under the direction of the CJCC, additional opportunities to improve system utilization.

(4) Triage Case Managers

These positions will screen calls from officers in the field confronted with high need individuals who would not be well served by conventional custodial arrest or cite and release options. They will conduct appropriate screening over the phone and refer individuals to appropriate services and/or deploy providers as necessary. Their other duties include: tracking and recording all calls, needs identified, referrals made, and conducting follow-up to provide the referring officer with feedback on the outcome of the deployed service option. On rotating shifts, these case managers will also provide transitional case management to frequent and chronic offenders in the jail and others at-risk thereof. Over time, the data generated in the triage center by these individuals will inform decisions to identify and expand appropriate options to better address the risk and needs of the target population.

(4) Pretrial Professionals.

These individuals will become certified pretrial professionals by the National Association of Pretrial Service Agencies. Their duties will include screening inmates for indigence, conducting brief records reviews, administering an actuarial assessment of pretrial risk of flight and risk of harm to the community, and tracking and recording this information. Based on these assessments, they will make recommendations to bond setting judges and track the outcomes thereof. These positions will increase risk-based bond setting, minimize inappropriate use of financial bonds, and help to ensure similarly

situated individuals are treated similarly. Over time, they will also support additional pretrial risk mitigation strategies.

(3) Defense Attorneys

- One senior defense counsel will be responsible for the oversight of the two defense counsel. The senior counsel will work closely with the existing Assistant Solicitor assigned to preliminary hearings, bond court judges, and the director of system utilization to manage earlier assignment of counsel.
- Two defense counsels will manage the uptick in defendants assigned to public defenders.

(2) Prosecution Support Staff

- One legal assistant will be assigned to the Solicitor's office and assist existing prosecutors to absorb the initial uptick in cases as the revised first and second appearance process is implemented and to provide general support through case disposition. And,
- One computer support specialist will assist in the implementation and management of the technology upgrades, including Records Management Systems (RMS) interfaces, tracking and monitoring of case processing milestones, and facilitating steps to ensure the data reports are used to modify business practices as necessary.

(2) Court Support Staff

One docket coordinator will be assigned to the Clerk of Court's office and will assist the Chief Administrative Judge, Prosecution, and Defense in creating dockets and tracking the motion practice of the court so that the system works smoothly and efficiently. And, one docket manager will also be assigned to supervise the docket coordinator, manage court scheduling, and oversee all dockets within the direction of the Chief Administrative Judge.

Conclusion

Through investment, progress, and achievement of goals discussed above, the CJCC will have sufficiently built a strong, internal capacity for continuous quality improvement within Charleston's criminal justice system. As such, over the next three years reliance on external supports will be lessened and the internal staff and infrastructure will be in place to complete:

- Applications of risk, need, and responsivity principles in practice across multiple decision points.
- Proficiency in data-driven decision-making, plan development, and execution with attention to comprehensive training processes and ongoing quality assurance.
- Assessment tool validation, including careful monitoring of unintended consequences for different races, ethnicities, genders and ages.
- Cost-benefit analyses.
- Gap analyses between risk, need and responsivity factors and available services.
- Use of mapping technology to engage community most affected in problem-solving efforts.
- Strategy-specific and system-wide performance evaluations.
- Meaningful and effective community engagement. And,
- Public awareness campaign development and execution.

Therefore, as the impacts of the various strategies are studied, and costs, benefits, and lessons learned are realized, they will be applied as the CJCC continues to evolve over time. The CJCC is committed to sustain efforts and continuously work to improve the criminal justice system as goals are achieved through reallocation of existing resources, annual budget processes, and additional grant opportunities. For example, the cost-benefit analyses included in the transformation plan will be completed and available as a resource during annual budget processes. CJCC members are also invested in reporting milestones and sharing lessons learned among local and national audiences over the next three years as the county works to improve its criminal justice system. This sharing of information will be done through its website, local forums and national networks.

The results of the most recent proposal will be announced in April of 2016. In the interim, the CJCC will proceed with implementation efforts as planned. If needed, a secondary plan pursuant to available funding will be developed and utilized with modifications to the scale and pace as appropriate. The results of phase one have generated far too many benefits to merit anything less than proceeding with the transformation plan.